
Appendix 2

Integrated Plans, Programs, and Budgets

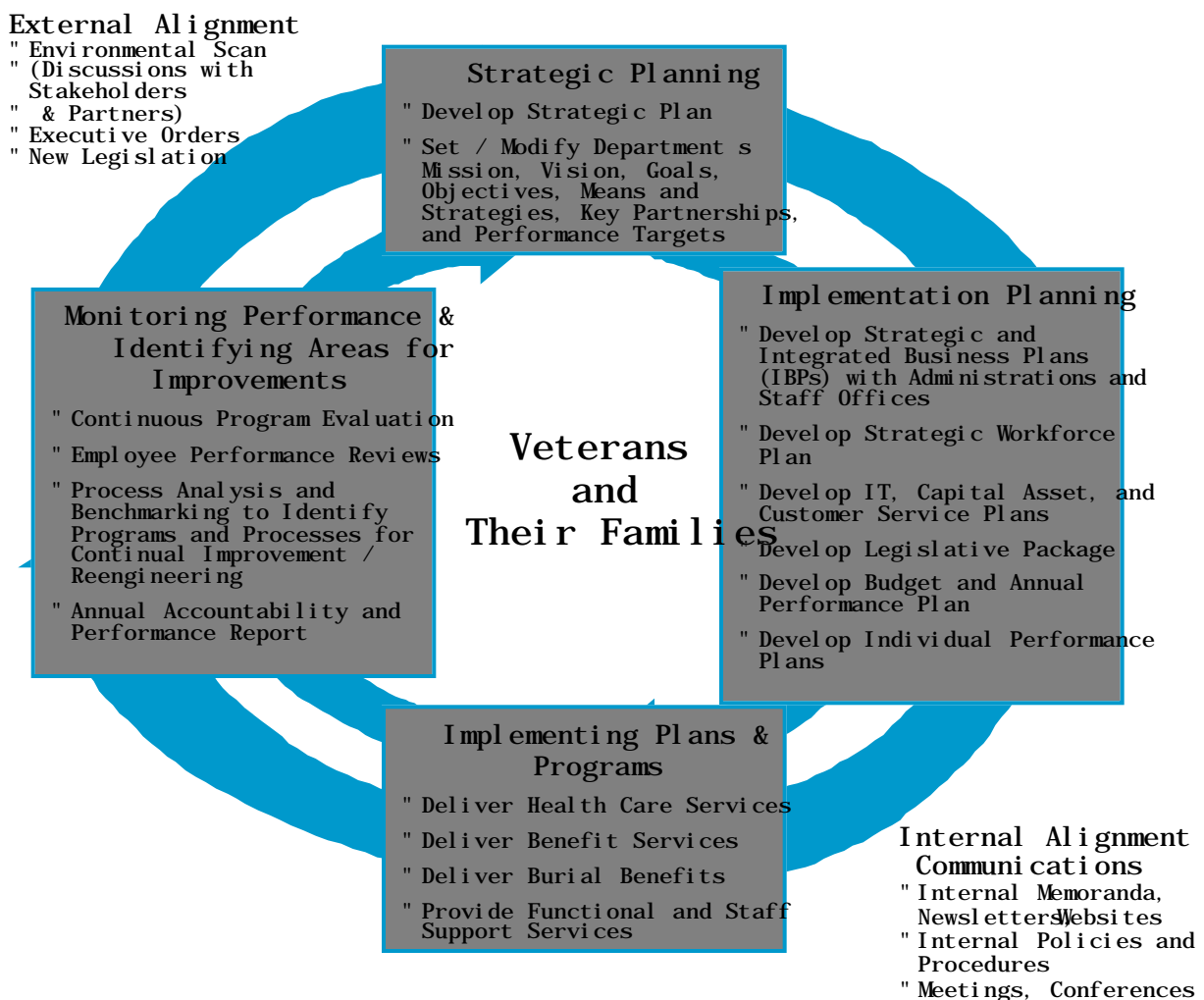
VA is implementing an integrated strategic management framework. With veterans and their families as the primary focus, the diagram below provides a brief description of the key elements of our overall process to achieve integrated plans, programs, and budgets. These elements include:

- (1) strategic planning;
- (2) implementation planning;
- (3) carrying out plans and programs; and
- (4) monitoring performance and identifying areas for improvements.

This framework also includes two ongoing processes. The first process focuses on external alignment, such as the “Four Corners” Stakeholder Consultations and the development of the Legislative Program. The second process focuses on internal alignment and communications, such as the *One VA* Initiatives and organizational and employee performance plans.

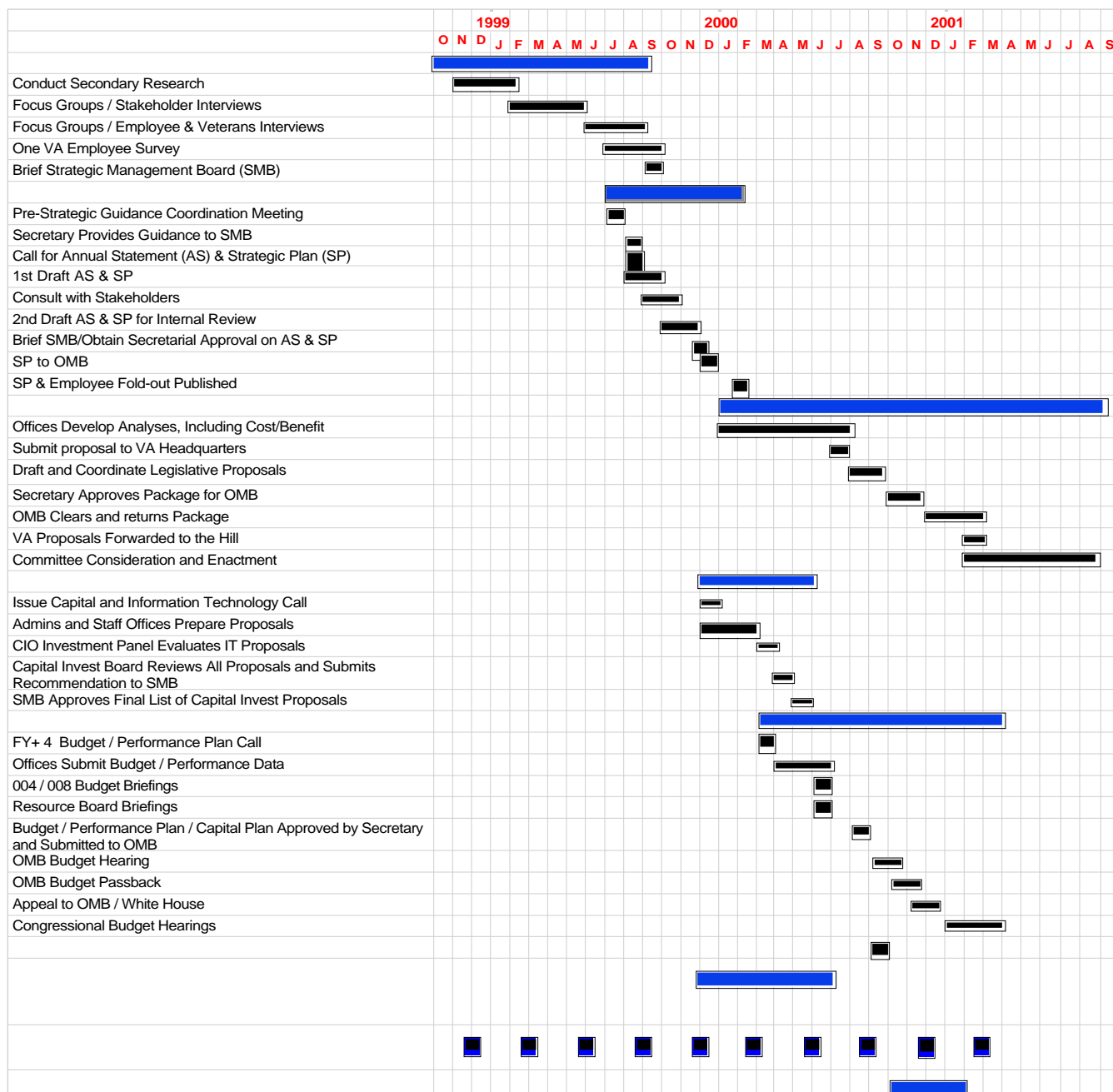
In addition, the budget and annual performance planning process is based on the strategic goals. The first table (Table A) shows resources by strategic goal. The second table (Table B) shows resources by traditional business lines.

VA's Strategic Management Framework



Appendix 2

Strategic Management Schedule



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During the last three years, VA's budget formulation, budget execution, and accountability processes have been much more performance oriented. Performance information is well integrated into VA's request for resources. This movement toward performance-based budgeting will continue. VA is making good progress in developing and applying methodologies to better understand the unit cost of its benefits and services. In addition, VA is seeking approval on a proposal to restructure VA's budget accounts. This effort will help in more readily determining program costs, and will assist in making resource decisions based on programs and their results rather than other factors. We will hold discussions with both OMB and Congressional staff on the budget account restructuring proposal.

TABLE A

Estimated FY 2001 Resource Requirements by Strategic Goal

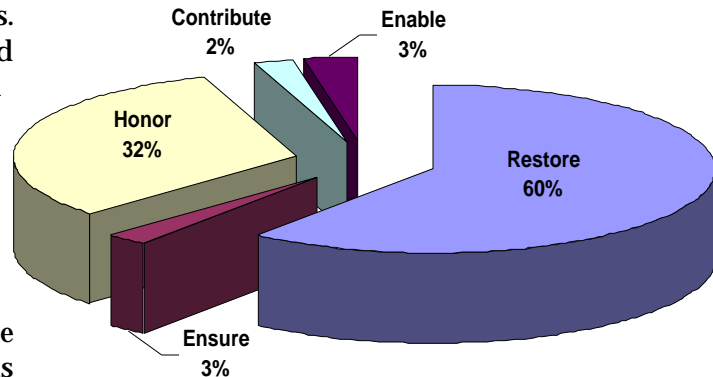
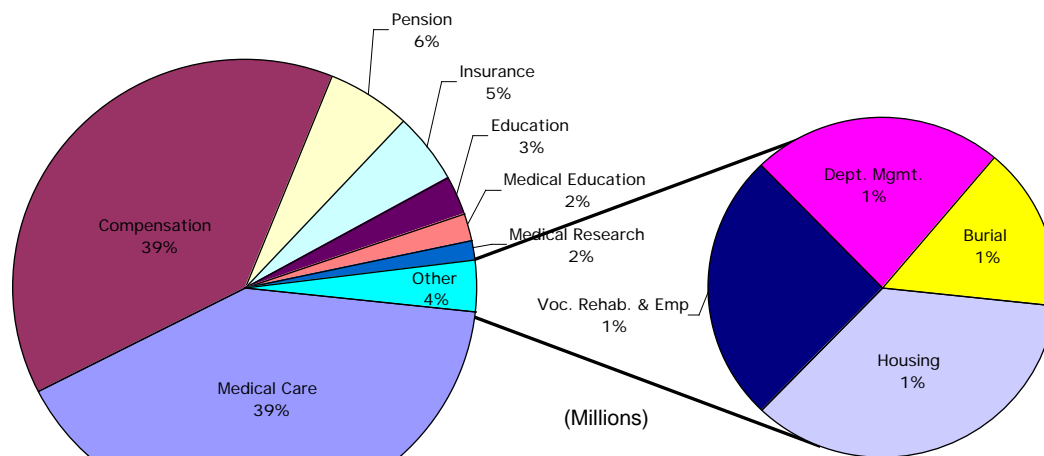


TABLE B

Estimated FY 2001 Resource Requirements by Business Line



(Millions)

Medical Care	\$21,261
Medical - Education	\$970
Medical - Research	\$803
Compensation	\$20,595
Pension	\$3,191
Education	\$1,527
Voc. Rehab. & Employ.	\$511
Housing	\$698
Insurance	\$2,611
Burial	\$316
Dept. Mngmnt.	\$465
Total Resources	\$52,948